

**NHS 24  
BOARD**

**27 AUGUST 2020  
ITEM NO 10.3  
FOR ASSURANCE**

**CHANGE PORTFOLIO UPDATE**

<b>Executive Sponsor:</b>	Director of Service Development
<b>Lead Officer/Author:</b>	Associate Director of Planning and Performance / Programme Manager
<b>Action Required</b>	This paper is for assurance.
<b>Key Points to consider</b>	<p>As a result of our Covid-19 Incident Management Response a series of reviews of our Change Portfolio took place during the peak of the pandemic. Decisions were taken in light of the pandemic to accelerate projects within the portfolio where there was a direct impact on our management response, and a number were paused.</p> <p>NHS 24's Remobilise/Recover/Renew (RRR) programme has set out through our Remobilisation Plan (RMP) our key priorities to end March 2021. As part of the learning from the system wide response to Covid-19 has resulted in the development of a proposed new national model of unscheduled care, a 2-3 year programme of work. The <b>Redesigning Urgent Care</b> programme Phase 1 is to be implemented by end October 2020 and will be the organisational key priority over the next few months. This has required a further review and scrutiny of priorities in alignment with our RMP to end March 2021.</p> <p>Supporting the Urgent Care work are a number of enabling programmes with clear dependencies for the Redesigning Urgent Care programme, namely:</p> <ul style="list-style-type: none"> <li>• <b>Estates Programme</b></li> <li>• <b>Mental Health Programme</b></li> <li>• <b>Connect – Technology and Digital Programme</b></li> </ul> <p>In addition, a new programme, <b>Attendance Management</b> which is aimed at improving the level of attendance across NHS 24, has also commenced.</p> <p>The Change Portfolio governance structure has been reviewed to ensure alignment with our priorities and frameworks for delivery.</p> <p>The accompanying Dashboard presented provides the Committee with an update on the current portfolio</p>

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	of work. The PMO are also providing support to the COVID-19 IMT.
<b>Strategic alignment and link to overarching NHS Scotland priorities and strategies</b>	The review of the Change Portfolio has been undertaken to ensure that there is appropriate focus and allocation of resource on key organisational and wider NHS Scotland priorities.
<b>Key Risks</b>	<ul style="list-style-type: none"> <li>• In order to maximise our resources across the whole organisation, it is imperative that we closely review the organisational priorities and associated resources cross-directorate to deliver successfully our stated aims and objectives.</li> <li>• The organisation is fully aware of the possible impact of a 2<sup>nd</sup> and 3<sup>rd</sup> Covid-19 wave as well as Winter pressures. The assessment of the ability to achieve the set priorities has been developed with this in mind. .</li> </ul>
<b>Financial Implications</b>	A review of the financial implications associated with this prioritisation is currently being worked through.
<b>Equality and Diversity</b>	There have been no equality and diversity issues identified arising from this report. All Equality & Diversity considerations are integral to the change management approach.